

Jennifer Lee

From: Wesley Harper <wharper@nvleague.org>
Sent: Thursday, January 13, 2022 1:30 PM
To: Nathan Robertson
Cc: Jennifer Lee
Subject: One Nevada Plan - Phone Call Request
Attachments: One Nevada Plan - Proposed.docx; Strategic Plan 2021 - Proposed.docx; Final Survey Results 2021.pdf; 2018 - 2021 CA Strategic Plan.pdf; 2020 AZ Strategic Plan.pdf; Bylaws - Adopted June 2021.docx

Good Afternoon Mayor Robertson,

I hope that you had a fantastic beginning to the new year!

I wanted to share the latest ideas on a progressive direction for the League and to request a time to talk and learn your feedback. To enable the League to become a contributing and highly valued partner to each member municipality, the League needs to build its internal resources. To that end, President Crear will likely propose a dues increase at the virtual Board of Directors Meeting at 11a on January 31. In this email, I hope to provide some context and I also want to provide a preview of the anticipated voting segment of the likely agenda.

Attached, please find a draft of the League's action plan, titled the One Nevada Plan by President Crear. Also, for reference, please find attached the proposed Strategic Plan, the League Survey, the strategic plans for California and Arizona, and the League's Bylaws.

The key topic of the upcoming Board Meeting is an anticipated vote on the One Nevada Plan and the related dues increase. With respect to the dues, this would technically be a vote regarding an adjustment of the dues formula, which would result in a dues increase.

The City of Ely had a 2020 population of 4,275 residents and, under the current formula, dues for FY2022 were calculated to be \$2,594.56. Under the proposed formula, dues for FY2023 remitted on July 1, 2022 would be \$10,431.38 (assuming no population changes in 2021).

The benefits of a dues increase to member municipalities is detailed in the attached One Nevada Plan but, for context, the proposed dues increase would be led by the cities of Las Vegas and North Las Vegas. With the increase, annual dues for Las Vegas would be \$80,000 and annual dues for North Las Vegas would be \$48,725.65. There would be no dues changes for Henderson \$53,378.21, Reno \$41,316.33, or Sparks \$22,452.83 out of respect for their disproportionate dues burden over the past 5 years (at least). Overall, current League dues revenue is \$291,173.91 and the new dues formula would increase dues revenue to \$497,594.14 (an increase of \$206,420.23).

This increase would not provide all of the revenue the League would need to optimally perform, but it would allow the League to build the capacity so that it can generate significant non-dues revenue. Non-dues League revenue can be generated from multiple sources, but sponsorship and affiliate revenue would be important areas of focus. In order to create the value proposition or, in some cases, develop the expertise to pursue other non-dues revenue sources, the League must be properly constituted with capable internal resources. This proposed dues increase would accomplish this foundational step.

With respect to the dues formula, dues are calculated using a base assessment plus a per capita assessment (with population sourced from the State Demographer) and are adjusted annually based on changes to the Consumer Price Index (CPI). Please see the Bylaws - Article VII. The changes to the dues formula are as follows:

Current Formula

Annual Base Dues of **\$1,290.68** are multiplied by a per capita factor and then multiplied by CPI.

The per capita factor is based upon population:

0 to 3,000 residents - 0

3,001 to 50,000 residents - 0.305

50,001 to 150,000 residents - 0.205

150,001 or more residents - 0.155

Proposed Formula

Annual Base Dues of **\$8,700** are multiplied by a per capita factor and then multiplied by CPI.

The per capita factor is based upon population:

0 to 3,000 residents - 0.605 (increased)

3,001 to 50,000 residents - 0.405 (increased)

50,001 to 150,000 residents - 0.205 (unchanged)

150,001 or more residents - 0.155 (unchanged)

Lastly, though this does not likely represent the full agenda, I expect that the following topics will be included in the Board's agenda and will be motioned for a vote.

Election of 2022 Executive Board - This is normally done at the end of the previous calendar year, but we did not have a quorum at the final Board Meeting of 2021. We departed from the Bylaws to nominate the 2022 Executive Board in two instances (one substantive and one technical) and a discussion ensued. Concerns about these departures may be settled prior to the meeting, but the issues are described below for reference. Additionally, though it was not raised directly, there may have been expectations for a more ceremonial nomination and interview process for prospective Executive Board Members. This was not done, but it was not a violation of the Bylaws.

Substantive - The placement of Carson City Mayor Bagwell to Vice President from At Large is inconsistent with the Bylaws. The 2021 Executive Board chose this course to best position the League for the 2023 Legislative Session. The Bylaws do not need to be amended, but an approval vote by the Board of Directors is required.

Technical - The election of the candidates for the 2022 Executive Board was not conducted at the Annual Conference, which is inconsistent with the Bylaws. This is because the 2021 Conference was in August and, given the work that the 2021 Executive Board still had to complete, an election at that time would have been inappropriate. Historically, the League's conferences have been in November and a November election is appropriate. A Bylaw change that gives the latitude for Executive Board elections to occur before the end of the calendar year is needed.

Noted - The Bylaws discuss a nomination and interview process (Article IV Section 1(b)1). This process was delegated to the Executive Director and completed in accordance with the Bylaws.

The relevant sections of the Bylaws are Article IV Section 1(a) and (b) and Article IV Section 1(b)1.

Ratify Strategic Plan - This would be a vote to approve the strategic plan. The Strategic Plan 2021 has been adopted by the 2021 Executive Board, but could not be ratified by the Board of Directors because we did not have a quorum. The Board requested the submission of the strategic plans from other state municipal leagues, which is why the California and Arizona plans are attached to this email.

Ratify One Nevada Plan - This would be a vote to approve the proposed action plan. This plan has not been reviewed by the 2021 Executive Board and will be discussed for the first time at the January 31 Board Meeting.

Ratify Dues Increase - This would be a vote to approve a new dues formula.

Ratify League FY2023 Budget - This would be a vote to approve a proposed budget based upon the amount of expected League revenue.

Amend Bylaws - This would be a vote to insert language allowing for Executive Board elections to occur at any point before the end of the calendar year.

I appreciate that you took the time to review this. Please let me know a good day and time to discuss these ideas.

Thank you!

Wesley
702.817.5718



Nevada League
of Cities and
Municipalities

Wesley Harper
Executive Director
2000 Vassar Street, P.O. Box 12458
Reno, NV 89510

wharper@nvleague.org
702.817.5718



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Draft Action Plan “One Nevada Plan”

Background

This action plan considers the adoption of the proposed Strategic Plan dated November 5, 2021, which was endorsed by the 2021 Executive Board and discussed by members of the Board of Directors at the meeting on December 6, 2021. The Board intends to continue its discussion of the proposed Strategic Plan at the virtual Board meeting at 11:00 am on January 31, 2022. The proposed Strategic Plan focuses on the four core objectives of **Advocacy, Communication, Education, and Economic Development** and this plan describes how the League may choose to pursue each of these objectives.

This plan has been titled the “**One Nevada Plan**” by the 2022 League President Cedric Crear as an acknowledgement that it encompasses an approach that benefits each of the municipalities in Nevada without regional or population biases.

Additionally, the proposed Strategic Plan adopts the following philosophy, guiding principle, and mission for the League.

Philosophy – Strength in Unity. Strong Cities Build a Strong League. A Strong League Builds Strong Cities.

Guiding Principle – The Vitality of Cities is Dependent on their Fiscal Stability and Local Autonomy.

Mission – Create a Unified Association of Every Municipality in Nevada for Member Autonomy, Fiscal Prosperity, Mutual Aid, and Political Strength.

Overview

The effectiveness of the One Nevada Plan is based upon a significant increase in the frequency and the quality of member engagement. Each member municipality would be engaged no fewer than twice per month to ensure that:

1. The League has clarity of each member's evolving priorities, and that each member is well informed of the League's activities with respect to that member's priorities.
2. Each member is clear as to the League's activities as they pertain to every other member municipality.
3. The League's progress with respect to Leaguewide initiatives, including education and training and legislative activities, is clearly communicated.

Recommended engagement would be a voice or video call or a meeting. A monthly report detailing the full scope of the League's activities would be drafted and distributed to all members.

Measurement of the League's performance can be done through member performance evaluations in May, August, and November. Evaluation surveys could be distributed and scored by member municipalities to assess the League's proficiency, identify the League's successes, and determine areas for improvement.

Resources

The One Nevada Plan relies upon the League securing additional financial and staffing resources. Current annual League dues revenue is \$291,173.91 and current League staffing is the Executive Director and the Administration Manager. This Plan considers an annual League dues revenue of \$497,594.14 (an increase of \$206,420.23) and would add a Member Manager as a regular full-time employee as well as two contractors, a Legislative Policy Manager and a Communications Specialist, to the current League staff. To reach this level of dues revenue, annual base dues for each member municipality before population multiplier adjustments would be \$8,700. Annual dues then, for 20 member municipalities (excepting Las Vegas, Henderson, North Las Vegas, Reno, and Sparks) would range from \$9,385.47 to \$20,268.97 beginning July 1, 2022. Average dues for these 20 members would be \$12,586.06.

Implementation of the Plan relies upon Las Vegas increasing its annual dues to \$80,000 and North Las Vegas increasing its annual dues to \$48,725.65. Henderson,

Reno, and Sparks would maintain current dues, which are Henderson \$53,378.21, Reno \$41,316.33, and Sparks \$22,452.83.

Core Objectives

The four core objectives of the proposed Strategic Plan are **Advocacy, Communication, Education, and Economic Development**. The One Nevada Plan intends to define the method and the resources by which the League will successfully pursue each of these objectives. However, beyond these core objectives, the League shall be involved in any activity that advances or promotes the League's philosophy, guiding principle, or mission.

Advocacy – Advancing member municipality legislative and policy interests at each level of government.

- Federal – The purpose of federal advocacy is to increase the award rate of grants and earmarks as well as influencing federal policy to benefit member municipalities. This will be achieved through the following activities:
 - Strengthen the League's relationship with the Porter Group (<https://www.portergs.com/>) to increase member earmark and grant expertise. This involves direct consulting and tutorials between and among the Porter Group, the League, and member municipalities.
 - Strengthen the League's relationship with the staffs of Nevada's Congressional Delegation. This involves more direct interaction discussing member priorities and the priorities of each Congressional member.
 - Create a relationship with the GROUP (<https://thegroupdc.com/>) to augment the League's relationships with federal policy makers and to diversify the interpretation of information from DC beyond the prism of the Porter Group.
 - Create direct relationships with the Bureau of Land Management, Treasury, Federal Emergency Management Agency, National Labor Relations Board, Economic Development Administration, Department of Transportation, Environmental Protection Agency, Occupational

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wharper@nvleague.org

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Safety and Health Administration, the Cybersecurity and Infrastructure Security Agency, and the White House. These relationships would be facilitated by the Porter Group and the GROUP and would require in-person relationship building meetings or events in Washington DC.

- Continue to grow the League's influence with the National League of Cities (NLC) based in Washington DC. NLC is a significant federal lobbying force, and it serves the League's interest for NLC to incorporate the priorities of member municipalities in its lobbying strategy. Increasing the League's influence involves additional direct involvement in NLC leadership activities and committees.
- State – The purpose of state advocacy is to advance and protect the interest of member municipalities, which specifically, but not exclusively, includes home rule, municipal revenue, and the cessation of unfunded mandates. This will be achieved through the following activities:
 - Propose and lobby for the enactment of legislation that advances the interests of member municipalities during Legislative Session.
 - Oppose and seek to reduce the harm of legislation that is contrary to the interests of member municipalities during Legislative Session and in the interim.
 - Organize member elected officials to effectively influence legislative outcomes.
 - Create and maintain a Leaguwide communication protocol that ensures that the clear and current status of legislative priorities is reflected and that encourages contribution and feedback from member municipalities.
 - Closely coordinate priorities and strategies with the Nevada Association of Counties to ensure that the League's priorities are amplified.
 - Create or strengthen external partnerships that advance the League's influence.

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- Partner with member municipality contract lobbyists and lobbying coalitions to ensure that a closely coordinated strategy is implemented.
- Create or strengthen direct relationships with state legislators, state legislative leadership, and the Governor's Office.

Communication – Increasing member engagement to ensure that each member's priorities are understood and pursued as well as to ensure that each member is informed of the League's activities in aggregate. Disseminating actionable and advisory information to members as well as strategic messaging to advance member priorities and to influence stakeholders. Convening members for an annual summer gathering that prioritizes fellowship, relationship building, and unity and organizing an annual conference that prioritizes actionable and advisory content, provides professional development programming, and generates non-dues revenue.

- Engagement – The purpose of engagement is to increase bilateral communication between the League and each member municipality for the benefit of maximizing the League's partnership with each member. This will be achieved through the following activities:
 - Directly communicate with each member municipality no fewer than twice per month to ensure that the League has clarity of each member's evolving priorities through voice or video calls or through meetings.
 - Ensure that each member is well informed of the League's activities with respect to that member's priorities as well as the League's activities related to every other member.
 - Use this engagement to report the progress of Leaguewide initiatives, including education and training and legislative activities.
 - Distribute a monthly report of all activities to all members to ensure that there is universal awareness of League priorities and actions.

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- Information – The purpose of information is to provide actionable and advisory briefings that municipalities find useful in governing and policy making. This will be achieved through the following activities:
 - Closely coordinate with the National League of Cities and partner with federal and state policy makers.
 - Distribute Member Messages to all interested elected officials and professional staff of member municipalities.
- Messaging – The purpose of messaging is to shape the opinions and perceptions of stakeholders, partners, and state legislators. This will be achieved through the following activities:
 - Activate and regularly post Twitter, LinkedIn, and other primary social media platforms to strategically position the League and employ an optimal tone and manner to advance member priorities.
 - Ensure that the League’s website remains current with substantive content and complements the League’s social media strategy.
 - Sponsor events and organizations consistent with the League’s perception strategy.
- Gatherings – The purpose of a summer gathering is to establish and reinforce fellowship, relationship building, and unity among member elected officials and professional staff. This will be achieved through the following activities:
 - Organize an annual June gathering of member municipalities with an emphasis on promoting a culture of mutual aid and solidarity among member municipalities rather than emphasizing the dissemination of substantive information.
- Conferences – The purpose of an annual conference is to provide actionable and advisory content, professional development and training, and to generate non-dues revenue. This will be achieved through the following activities:
 - Organize an annual August conference of member municipalities and stakeholders that encourages the participation of the Nevada Congressional Delegation, the National League of Cities, the Governor’s Office, and members of the State Legislature. A conference

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wharper@nvleague.org

702.817.5718

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with the participation of influential policy and lawmakers creates a high value proposition for League sponsors.

- Ensure that best practices and relevant, innovative content is presented to members as a resource to inform or influence progressive municipal policymaking.
- Provide training and programming to raise the proficiency and effectiveness of member elected officials and professional staff.

Education – Developing orientations and professional development training and programming for elected officials and for professional staff as well as accessing and disseminating national best practices to member municipalities.

- **Orientations** – The purpose of an orientation is to support newly elected public officials and newly hired leadership staff to bolster their confidence and raise their immediate effectiveness. This will be achieved through the following activities:
 - Engage with member municipalities to determine which elected official positions and which leadership staff roles would benefit from an orientation.
 - Leverage orientation curriculum content from the National League of Cities and the established programs of other State Municipal Leagues and adapt them for League members. For example, the League of California Cities covers 27 topics in its orientation including: Local Agency Powers and Limitations, Basics of Municipal Revenue, Leadership Skills, Engaging the Public, Working with Staff, and When Bad Things Happen.
 - Determine the optimal teaching framework, timing, and forum for learning.
 - Create an evaluation mechanism to ensure continuing program improvement.
- **Programming** – The purpose of professional development training and programming is to raise the proficiency and effectiveness of member elected officials and professional staff that encompass all stages of leadership. This

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wharper@nvleague.org

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will be achieved through the following activities (similar to conducting orientations):

- Incorporate training programming into the Annual Conference agenda.
- Engage with member municipalities to determine which elected official positions and which leadership staff roles would benefit from professional development training.
- Leverage orientation curriculum content from the National League of Cities and the established programs of other State Municipal Leagues and adapt them for League members. For example, the League of California Cities covers 15 subjects with multiple subtopics in its programming including: Ethics and Transparency, Inclusive Public Engagement, Leadership and Governance, Economic Development, and Effective Meetings.
- Determine the optimal teaching framework, timing, and forum for learning.
- Create an evaluation mechanism to ensure continuing program improvement.

Economic Development – Advancing member local, regional, and statewide economic development activities and revenue growth initiatives.

- **Initiatives** – The purpose of the League’s involvement in economic growth initiatives is to further the Guiding Principle and Mission of the League, which is, in part, to encourage the fiscal strength and prosperity of each member municipality. This will be achieved through the following activities:
 - Partner with regional development agencies to encourage and shape active and cooperative relationships with municipalities.
 - Partner with member municipalities to resolve obstacles to economic development initiatives.
 - Partner with federal and state agencies and stakeholders to secure funding for economic development initiatives.

- Work with federal lobby partners to optimally position municipalities for federal grant opportunities.
- Create or strengthen direct relationships with federal grant agencies and stakeholders.
- Augment grant writing capacity and expertise for member municipalities.

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wharper@nvleague.org

702.817.5718

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Accountability

Given the design of the One Nevada Plan, each member municipality will have a unique partnership with the League, and, in this context, an evaluation protocol of the League's overall performance should be clearly defined. A method is for each member to perform an evaluation three times per year, such as May, August, and November. Each evaluation could be a 10-question survey centering on the League's performance implementing the four objectives and the League's adherence to its Philosophy, Guiding Principle, and Mission. The survey results could then be part of the Board of Director's agenda at the subsequent meeting where feedback and adjustments may be discussed.

Conclusion

The One Nevada Plan is a component of a larger effort that includes discussions with the National League of Cities, direct meetings with the leadership of state municipal leagues across the country, active participation in the events of other state municipal leagues, attendance at stakeholder events, ongoing conversations with the Nevada Association of Counties, state legislators, the Governor's Office, and the Nevada Congressional Delegation and their staffs, a survey of member municipalities, a proposed Strategic Plan, and dozens of conversation with the elected officials and professional staff of member municipalities, all for the purpose of maximizing the effectiveness of this League for each of its members. This, as with all components, is a collaborative undertaking and member feedback is essential. The goal is the furtherance of the League's Philosophy, Guiding Principle, and Mission and for the League to be an active contributor that advances the priorities of each member municipality.

Thank you for your membership. There is strength in unity.



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Strategic Plan

Philosophy – Strength in Unity. Strong Cities Build a Strong League. A Strong League Builds Strong Cities.

Guiding Principle – The Vitality of Cities is Dependent on their Fiscal Stability and Local Autonomy.

Mission – Create a Unified Association of Every Municipality in Nevada for Member Autonomy, Fiscal Prosperity, Mutual Aid, and Political Strength.

Understanding Priorities

In October 2021, the League invited responses to a survey from member mayors, chairs, city managers, and town managers to help inform the priorities and, by extension, the composition of the League's resources, initiatives, and activities. With 25 member municipalities, there was a potential of 50 respondents who were asked to indicate their level of agreement and the importance of 15 potential League activities.

The League received 17 responses from 10 mayors (or surrogates) and 7 city managers (or surrogates).

From the responses, we learned the following: More than 80% of respondents agreed or strongly agreed that it is beneficial for the League to dedicate resources to be proficient in state and federal advocacy, federal grants and earmarks, training and programming, and actionable and strategic communication.

Additionally, more than 80% of the respondents agreed or strongly agreed that it is beneficial for the League to organize a content-rich and profitable annual conference, to promote a culture of mutual aid and solidarity among member municipalities, to create and maintain a strong relationship with the National League of Cities and the Nevada Association of Counties, and for League staff to engage in professional development.

More than 75% of respondents agreed or strongly agreed that it is beneficial for the League to invite professional staff associations to League activities, programming, and training and for the League to collaborate with other state municipal leagues.

Finally, more than 60% of respondents agreed or strongly agreed that it is beneficial for the League to consider and explore areas of revenue separate from dues and for the League to convene an annual summer gathering separate from an annual conference that prioritizes fellowship, relationship building, and unity.

Though it was not a subject of the survey, the Executive Board has held economic development as an area of significance for League staff and this activity is in accordance with the League's guiding principle. The League's partnership with member municipalities and regional and statewide economic development entities in development and redevelopment efforts can promote growth and accelerate progress for members and build beneficial relationships for the League.

Consistent with the survey results and in combination with the League's philosophy, guiding principle, and mission, we have elicited four core objectives: **Advocacy, Communication, Education, and Economic Development.**

Beyond these core objectives, the League shall be involved in any activity that advances or promotes the League's philosophy, guiding principle, or mission.

Advocacy

Advancing member municipality legislative and policy interests at all levels of government. This includes lobbying, developing influential relationships, representing members in multiple forums to promote core municipal principles, and assisting member success in grants and earmarks.

Strategy – Continuously engage with member municipalities and their lobbyists to ensure continuity of goals and messaging. Seek collaborative relationships with legislators and influencers. Create partnerships and alliances with key stakeholders.

Timing – Immediate and long term.

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Communication

Disseminating actionable and advisory information to members as well as strategic messaging to advance member priorities and to influence stakeholders. Convening members for an annual summer gathering that prioritizes fellowship, relationship building, and unity and organizing an annual conference that prioritizes both actionable and advisory content and to generate non-dues revenue. Promoting a culture of mutual aid and solidarity among member municipalities.

Strategy – Ensure that messaging is timely, beneficial, received, and actionable. Ensure that the League conveys a strong and consistent brand to all audiences. Develop and implement a communications plan to elevate the voice of the League across all channels, including media, on priority issues for member municipalities. Effectively communicate to raise awareness for the League’s advocacy priorities and activities. Ensure that the League is informed of and responsive to the needs of each member municipality.

Timing – Immediate and long term.

Education

Developing orientations and professional development training and programming for elected officials and for professional staff as well as accessing and disseminating national best practices to member municipalities.

Strategy – Grow, improve, and differentiate the content and offerings of League’s annual conference and create workshops for elected officials that encompass all stages of leadership.

Timing – Q2 2022 and long term.

Economic Development

Advancing member local, regional, and statewide economic development activities and revenue growth initiatives.

Strategy – Participate in and influence critical member activities and initiatives through collaborations with regional development authorities and other stakeholders.

Timing – Immediate and long term.

1. State Lobbying – It is beneficial for the League to be involved in advancing member municipality legislative interests at the state level. This includes advocacy, lobbying, developing influential relationships, representing members during legislative sessions, promoting core municipal principles (home rule, prohibition of unfunded mandates, etc.), submitting proposed legislation, and policy analysis.

| | |
|-------------------|---------------------|
| Responses 17 | Strongly Agree 11 |
| In Favor 82% | Agree 3 |
| Opposed 12% | Disagree 2 |
| Indifferent 6% | Indifferent 1 |
| Average Rank 1.71 | Strongly Disagree 0 |

Comments:

The lobbying provided by the league should be focused on specific efforts related to league business. The cities represented have broad and varied needs and larger cities needs often conflict with the leagues support making this service less valuable

There could be benefit from lobbying at the State level, but the current approach isn't valuable. The League seems to focus on small issues. The focus should be redirected to carry issues where we need someone to deliver difficult a message.

NLC&M should defer to individual member cities before assuming a leadership role on legislative activities & allow a city or cities to take the lead position when those members believe this to be the most beneficial or strategically advantageous.

It is important for our league to stay engaged and represent all municipalities including the towns and GID's.

The League needs to be a more proactive force in Carson City! We have improved greatly under Wesley's leadership but I think that there is always room for growth.

Each city will have differing priorities but there are issues where agreement will exist and having a singular voice speaking to those issues is very beneficial.

This is the most important activity of the League. Collective strength is what will win the day.

2. Federal Lobbying – It is beneficial for the League to be involved in advancing member municipality legislative interests at the federal level. This includes advocacy, lobbying, developing influential relationships, and policy analysis.

| | |
|------------------|---------------------|
| Responses 17 | Strongly Agree 11 |
| In Favor 82% | Agree 4 |
| Opposed 12% | Disagree 2 |
| Indifferent 6% | Indifferent 1 |
| Average Rank 1.9 | Strongly Disagree 0 |

Comments:

Federal lobbying done in conjunction with the national league is a benefit to participants. The league should develop a more coordinated approach to working in conjunction with national efforts.

Same as state level issues.

It is important for the League to participate at the Federal Level through the National League and forward information to our delegation.

Nevada is an important state politically which means that many of our congressional representatives hold leadership positions within their respective caucuses. It is imperative that we leverage those positions for the benefit of our members.

3. Federal Grants and Earmarks – It is beneficial for the League to be involved in creating partnerships to gain expertise to become an authoritative resource for members to apply, be awarded, report, and implement grants and earmarks.

| | |
|------------------|---------------------|
| Responses 17 | Strongly Agree 11 |
| In Favor 82 | Agree 3 |
| Opposed 12% | Disagree 2 |
| Indifferent 6% | Indifferent 1 |
| Average Rank 2.1 | Strongly Disagree 0 |

Comments:

It could be valuable, but the League lacks resources and experience in this realm.

Look to National League of Cities / U.S. Conference of Mayors to gain expertise and resources. NLC&M staff is discouraged from advocating on behalf of a specific city or project when member cities may be competing for grants or resources.

Unless the league can generate beneficial results, we need fewer entities to go through not more.

If the League was able to act as a clearing house for information of grant & earmarking opportunities I believe it would help us bring more money back to Nevada!

Grant programs become more specific for each City. While there are some programs that may benefit a majority of cities, it is more preferable to have the League serve as a resource to notify cities of various grant programs and provide guidance.

It is important that the league notify us potential resources. However, I believe for the most part we receive notices from many sources. As a Mayor, I do like that I would receive the information directly so that I am aware of opportunities.

4. National League of Cities – It is beneficial for the League to be involved in influencing NLC federal advocacy to advance member priorities and to access and to disseminate NLC thought leadership and national best practices for the benefit of members.

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|-----------------|---------------------|
| Responses 17 | Strongly Agree 11 |
| In Favor 87% | Agree 3 |
| Opposed 6% | Disagree 1 |
| Indifferent 12% | Indifferent 2 |
| Average Rank 2 | Strongly Disagree 0 |

Comments:

Any federal lobbying efforts should be coordinated through the National League and not the Nevada League working on its own.

NLC needs to hear from Nevada. Our needs and interests are unique to Nevada as well as the west. Big government and bigger programs are not our way. This is in contrast to some NLC perspectives.

NLC is a force in DC & it is important that Nevada's voice is part of the conversation. The way we do that is through getting our members more engaged with NLC!!!

It is important that all voices are heard. Not just conservative or liberal.

5. Training and Programming – It is beneficial for the League to be involved in developing orientations and professional development training and programming for elected officials and for professional staff.

| | |
|-------------------|-------------------|
| Responses 17 | Strongly Agree 11 |
| In Favor 88% | Agree 4 |
| Opposed 12% | Disagree 2 |
| Indifferent 0 | Disagree 0 |
| Average Rank 1.71 | Strongly Disagree |

Comments:

Training could be beneficial if developed and deployed effectively. The league should strive to develop services that create value in membership beyond lobbying.

This should be the Nevada League's main focus. Let's have conferences where there is value added for elected officials and staff beyond a "this is what we are doing in our city" conversations.

These programs are value added and appreciated.

Training & programming for new elected officials & professional staff would be tremendously beneficial!!!

This type of assistance would be helpful.

Unless it is a joint training with NACO.

6. Professional Staff Associations – It is beneficial for the League to invite professional staff associations to League activities, programming, and training such as the Nevada Municipal Clerks Association and the Nevada City/County Management Association.

| | |
|-----------------|---------------------|
| Responses 17 | Strongly Agree 11 |
| In Favor 75% | Agree 3 |
| Opposed 0% | Disagree 0 |
| Indifferent 25% | Indifferent 4 |
| Average Rank 2 | Strongly Disagree 0 |

Comments:

Collaboration and access to other professional organizations could support improved value.

We would like to see increased effort here. It will support an increase in educational opportunities noted above.

It is fine that we invite them and that we are linked, but frankly if we align too closely, i am challenged to say why the Nevada league is needed.

Staff involvement is crucial to creating some continuity within the League!! Also, staff's involvement helps keep staff & elected officials on the same page when it comes to our priorities/issues.

Members of these associations have significant impact on city governance. Having input from those members is vital to elected officials and having smooth relationships and understandings of operations.

I could be convinced if I understand the benefits.

7. League Staff Professional Development – It is beneficial for the League to seek to provide ongoing professional development for its staff.

| | |
|------------------|---------------------|
| Responses 17 | Strongly Agree 2 |
| In Favor 88% | Agree 14 |
| Opposed 12% | Indifferent 2 |
| Indifferent 0% | Disagree 0 |
| Average Rank 2.5 | Strongly Disagree 0 |

Comments:

The value of this service will depend on the topics and training developed and offered by the league.

Absolutely! League staff should receive training and professional growth opportunities from experts in the field.

Professional staff from the NLC&M should engage in cost-effective and league-specific training but should avoid unnecessary travel and/or event attendance solely for “networking” or “relationship-building.”

Having a knowledgeable staff is key!! Wesley & Jo should be attending pertinent trainings/conferences that will help them lead our League even better than they already are!

Having a knowledgeable staff is key!! Wesley & Jo should be attending pertinent trainings/conferences that will help them lead our League even better than they already are!

8. Communication and Messaging – It is beneficial for the League to communicate actionable and advisory information to members.

| | |
|-------------------|---------------------|
| Responses 17 | Strongly Agree 11 |
| In Favor 100% | Agree 3 |
| Opposed 0% | Disagree 0 |
| Indifferent 0% | Indifference 0 |
| Average Rank 1.71 | Strongly Disagree 0 |

Comments:

Information is helpful but past updates have lacked timeliness. Often, updates from the league have followed updates from other sources reducing the value.

We often receive information from other sources well before seeing anything from the League. More timely information is needed to make these efforts beneficial.

This is a core function and benefit.

We must as a team be in the loop and rowing the boat in the same direction. It is awful if one entity supports the league view and another testifies against this viewpoint.

9. Strategic Communication – It is beneficial for the League to engage in communication that advances member priorities and interests to influence stakeholders.

| | |
|------------------|---------------------|
| Responses 17 | Strongly Agree 6 |
| In Favor 87% | Agree 9 |
| Opposed 0% | Disagree 0 |
| Indifferent 13% | Indifferent 2 |
| Average Rank 1.9 | Strongly Disagree 0 |

Comments:

This is dependent on the alignment of league and city priorities.

There are differences in priorities and directions for cities. Nonetheless, having a focused message is beneficial for many significant issues.

10. Nevada Association of Counties – It is beneficial for the League to seek a cooperative and collaborative relationship with NACO to amplify the influence of both associations. To outside observers, joint initiatives should be advertised, and divisions should be muted.

| | |
|-------------------|---------------------|
| Responses 17 | Strongly Agree 11 |
| In Favor 93% | Agree 4 |
| Opposed 6.25% | Disagree 2 |
| Indifferent 0% | Indifferent 0 |
| Average Rank 1.71 | Strongly Disagree 0 |

Comments:

Collaboration and alignment support improved process and joint efforts.

It is also important to be able to disagree where our interests diverge. There may be times when city priorities diverge from county priorities. This may necessitate public disclosure, discussion and/or opposition.

YES! In the past it was clear that the League & NACO had an adversarial relationship, even when we agreed on issues. We should be presenting a united front in public & work through our disagreements out of the public eye.

The direction for NACO and the League should be most often in accordance rather than at odds.

I realize this will not always be possible, but should try.

It is likely there will be times when organizations do not agree. Depending on the issue and importance to municipalities, this should not dissuade the League for pursuing the needs of its members.

11. State Municipal Leagues – It is beneficial for the League to collaborate with other state municipal leagues to share operational and intellectual best practices and to participate in cooperative initiatives.

| | |
|------------------|---------------------|
| Responses 17 | Strongly Agree 3 |
| In Favor 75% | Agree 11 |
| Opposed 0% | Disagree 0 |
| Indifferent 25% | Indifferent 2 |
| Average Rank 2.4 | Strongly Disagree 0 |

Comments:

Keep up this effort.

Nevada has the second smallest League in the country, we can do better! But in order to do that we have to continue our strategic relationships with other State Leagues to learn best practices in order to build the Nevada League!!

Always a great way to succeed.

12. Summer Congress – It is beneficial for the League to convene members for an annual summer gathering that prioritizes fellowship, relationship building, and unity.

| | |
|--------------------|---------------------|
| Responses 17 | Strongly Agree 4 |
| In Favor 63% | Agree 7 |
| Opposed 18.5% | Disagree 3 |
| Indifferent 18.75% | Indifferent 3 |
| Average Rank 2.7 | Strongly Disagree 0 |

Comments:

The league should be cognizant of the public funding that is required to participate and travel to events. The league should focus on creating a productive and informative annual conference and incorporate time for networking.

Relationships are tremendously important, but this effort should not come at the cost of training and advocacy.

the Summer Congress is to continue, it needs to be easy to attend for a majority of member cities and should discuss substantive issues. Overall, it would be preferable to focus on the Annual Conference, rather than the Summer Congress.

The Summer Congress this year in Elko was a great opportunity for us to network & learn in a less formal environment than our annual conference. We should continue holding this event each year & have it travel to a different city each year!

These conferences provide important information to elected and appointed officials. The opportunity to hear about issues other cities are confronted with can be very informative and provide for better city government.

We should make sure there are valuable sessions/discussions for staff in attendance.

13. Annual Conference – It is beneficial for the League to hold an annual conference that prioritizes both actionable and advisory content and to generate non-dues revenue.

| | |
|------------------|---------------------|
| Responses 17 | Strongly Agree 8 |
| In Favor 100% | Agree 9 |
| Opposed 12% | Disagree 0 |
| Indifferent 6% | Indifferent 0 |
| Average Rank 1.6 | Strongly Disagree 0 |

Comments:

One event focused on development and networking

Referencing a comment above, let's have outside speakers rather than relying on staff at agencies.

NLC&M should continue to rotate the Annual Conference location among Clark County, Washoe County & rural locations. The addition of a content track that focuses on urban issues would be beneficial to a wide segment of the membership.

Annual Conference should also continue as it is our opportunity to meet in a more formal/educational environment. To maximize revenues conference should be held in either Las Vegas or Reno.

These conferences provide important information to elected and appointed officials. The opportunity to hear about issues other cities are confronted with can be very informative and provide for better city government.

I would like to see fewer presentations by member municipalities and their staffs. The conference should bring in other perspectives that aid in the growth of all members.

14. Generate Non-Dues Revenue – It is beneficial for the League to consider and explore areas of separate from dues.

| | |
|------------------|---------------------|
| Responses 17 | Strongly Agree 5 |
| In Favor 63% | Agree 6 |
| Opposed 6% | Disagree 1 |
| Indifferent 31% | Indifferent 5 |
| Average Rank 2.3 | Strongly Disagree 0 |

Comments:

The current model is not sustainable. Larger cities are carrying the burden of a majority of the funding while the level and value of service do not support the imposed fees. The league should investigate a tiered fee based on services utilized.

Yes, but how would it be approached? The devil will be in the details, so hold off on this until you are ready for a more detailed conversation.

Our current structure is not sustainable, in order for the League to grow our influence in the state we MUST generate non-dues revenue at a much higher rate than we currently are!

Without further indication of these revenue generating activities it is difficult to know if the efforts would enhance or detract from the mission of the League.

It is helpful to keep our costs down to the member entities if you can gain corporate help without compromise.

15. One Nevada – It is beneficial for the League to be involved in communication and activities to bolster a culture of mutual aid and solidarity among member municipalities.

| | |
|------------------|---------------------|
| Responses 17 | Strongly Agree 11 |
| In Favor 88% | Agree 4 |
| Opposed 0% | Disagree 0 |
| Indifferent 12% | Indifferent 2 |
| Average Rank 2.1 | Strongly Disagree 0 |

Comments:

This largely exists, from our perspective. What value would be added?

It is important to recognize the regional variability and not be too fixed on homologizing too far. Many issues are different depending upon where they are viewed from.

It is imperative that we have a united league & that is done through communication & opportunities for us to meet with peers to network, discuss issues & learn best practices from each other.

Cooperation among cities is important to the success of each city.

16. General Beneficial Activities – Please name an instance where the League has been an important partner for a unique project or initiative for your municipality.

Comments Only:

There has not been one in recent memory.

None

The League helped begin the discussions with the DMV that ultimately led to West Wendover receiving a DMV Kiosk at City Hall!

The ARPA act is an example where programs are available to benefit cities exist but the means to access the programs may not be readily clear. Having the League act as a clearinghouse and resource for information is critical.

NLC&M provided Treasury ARP reporting information, which I hadn't been able to locate on my own.

The sharing of information and solutions to problems . Going as one voice to the state, be it the Governor or the state legislation. Working with our federal partners, elected or appointed.

17. Additional Priorities – Please suggest additional League priorities.

Comments Only:

This survey is a good start to a much-needed review of league priorities and value generation. Efforts to build a stronger strategic plan should include a review of how dues are calculated and opportunities for levels of membership based on need.

The Nevada League should increase its collaboration with the Urban Consortium in an effort to better represent larger members.

Continued comment from Question 1: NLC&M has a valuable role collaborating with member cities, disseminating information, and coordinating responses on joint issues.

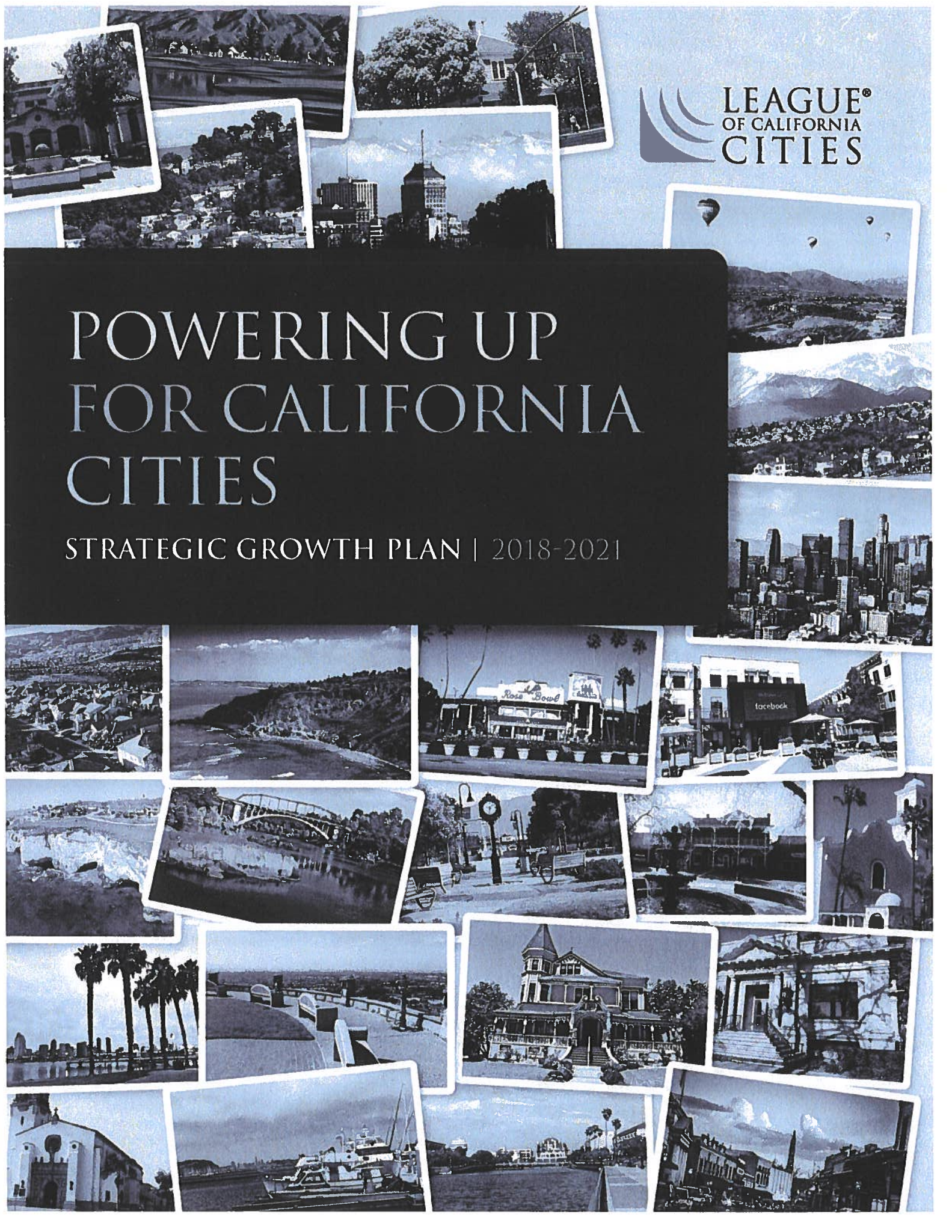
Better focus on smaller municipalities and their needs.

The League is heading in the right direction under Wesley's leadership! Keep up the great work!!

The ongoing training programs available from the National League can be coordinated the State League for improving knowledge and adding value to residents.

Need to work with our school boards / districts / higher education system as we have with NACO. A good deal of our tax money and our state future is at stake

I would like to comment on the development of the strategic plan. This survey is a good start to gathering feedback. However, I would also like to see a workshop for members to discuss these issues and listen to other perspectives before a plan is drafted.



LEAGUE[®]
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POWERING UP FOR CALIFORNIA CITIES

STRATEGIC GROWTH PLAN | 2018-2021

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STRATEGIC GROWTH PLAN | 2018-2021



THE LEAGUE OF CALIFORNIA CITIES holds a well-established and respected place as an advocate and resource for all municipal governments in the state. Membership is robust and stable and encompasses nearly the entirety of California's population. The League maintains an ongoing presence with legislators and conducts a wide array of educational and training events for both elected officials and city staff.

California is now the fifth largest economy in the world and is looked to as a leader in innovation. Our state is also currently experiencing a time of unprecedented change along many dimensions that characterize today's world; from rapidly emerging technologies, shifting demographics and rising environmental challenges to growing economic and social divides.

In this environment, we believe that the need for strong cities is more critical than ever, and the League has an important role to play. With focus and energy, we can help California cities lead the way in building resilient communities that are able to adapt and innovate, deliver high quality services to residents, and are served by effective and dedicated municipal governments.

ABOUT THE STRATEGIC PLANNING PROCESS

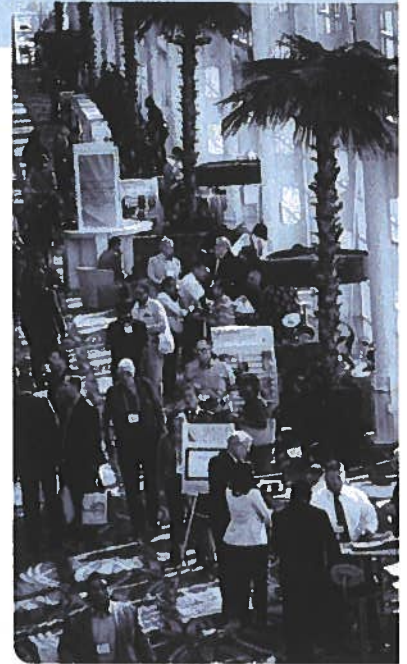
The League is keenly aware of the importance that strategic planning plays in our ability to fulfill our mission and address the challenges facing the municipalities we serve. We are committed to charting a course that will build on our current success, guide our growth, and take the impact and value we deliver to California's cities to even greater levels.

This plan is the product of a comprehensive process that was led by a Strategic Planning Task Force composed of a diverse mix of League members and staff. It was structured and facilitated by 2B Communications, a consulting firm with extensive experience working with associations and nonprofits.

“ THE LEAGUE has built a track record of success in addressing issues and concerns impacting the full spectrum of California's diverse cities. ”

Key planning steps included:

- ▶ **Qualitative research:** In-person and phone interviews with League leaders, staff, conference sponsors and League Partners
- ▶ **Quantitative Research:** Three online surveys that expanded on the insights of the qualitative research and gathered actionable data from:
 - League staff
 - League Regional Public Affairs Managers
 - League members
- ▶ **Operational Review:** Membership structure, financial data and budget trends
- ▶ **Facilitated Planning Sessions:** In-person, collaborative planning meetings convened in February and April, 2018
- ▶ **Plan Refinement:** Feedback and refinement steps after each planning session



During the planning sessions, the Strategic Planning Task Force thoroughly reviewed and vetted the research findings and engaged in robust discussions about the core issues facing the League. The group came to a shared understanding of where the League is today, the environment in which we operate and our path to an even stronger future.

The outcome of the planning process was a set of six goals and strategies that will guide our actions and ensure progress in the years ahead. The final step was plan approval by the League's board of directors on June 29, 2018.

A PLAN THAT REFLECTS OUR CORE BELIEFS

The plan was designed to achieve relevance with our members by adhering to the League's core beliefs.

We believe:

- Local self-governance is the cornerstone of democracy.
- Our strength lies in the unity of our diverse communities of interest.
- In the involvement of all stakeholders in establishing goals and solving problems.
- In conducting the business of government with openness, transparency, respect and civility.
- The spirit of honest public service is what builds communities.
- Open decision-making that is of the highest ethical standards honors the public trust.
- The vitality of cities is dependent on their fiscal stability and local autonomy.
- The active participation of all city officials increases the League's effectiveness.
- Partnerships and collaborations are essential elements of focused advocacy and lobbying.
- Ethical and well-informed city officials are essential for responsive, visionary leadership and effective and efficient city operations.

THE LEAGUE TODAY

A **SUCCESSFUL PLAN** requires an accurate appraisal of the League's strengths, challenges and opportunities. We took a candid look at the areas where we are succeeding as well as challenges that must be addressed to ensure that we continue to grow our capacity to meet the evolving needs of the cities we serve and position ourselves to increase our impact. Findings from the research phase provided a multidimensional look at the League and served as context for the facilitated planning sessions.



Key points include:

- ▶ **Our membership is strong and stable.** We enjoy a 98.5% market share spanning the full array of city sizes and settings. Inroads are being made to regain members who have lapsed. In the recent survey, members overwhelmingly consider the League to be a good value for the money.
- ▶ **Advocacy efforts are highly valued by members.** The League is viewed by a majority of members as their primary advocate with state policy makers, and their primary source of information on current legislation and policies that impact their city. Members also voiced strong support for the League to take an even more proactive stance in this arena.
- ▶ **We are a primary provider of high-quality networking events, training and education for elected officials.** Our educational offerings are viewed by elected officials as the primary source they turn to for training to become more effective city leaders and hone their essential leadership skills. Professional staff also view our offerings as valuable supplements to the training and networking they receive from other organizations related to their functional areas. Potential opportunities exist to expand online offerings and locally delivered training.
- ▶ **Our financial health is excellent.** The League has developed diversified revenue streams and operational reserves. With rare exceptions, individual conferences, workshops and other events operate in the black.
- ▶ **Staff is experienced and dedicated.** The majority of staff have been at the League for more than five years and also plan to stay for at least five more. Overwhelmingly, staff members enjoy positive working relationships with their supervisors and strongly agree that their work makes a positive difference. A number of opportunities were identified for increasing cross-departmental collaboration and promoting a culture of inclusion and diversity.



THE LEAGUE TODAY *continued*

- ▶ **Communications with members are generally viewed as timely and satisfactory.** Nearly all members surveyed feel they receive the right amount of communications from the League, and those who had personal communications with staffers had very positive experiences. Two-thirds feel they are well-informed about the League's offerings. California Cities Advocate e-newsletter and Western City magazine are most highly valued. There is room for growth in terms of a social media presence.
- ▶ **There is untapped potential for the League to play a more active role at the local level.** League members appreciate work by the League that brings local stakeholders together to work on solutions to community problems and would like to see growth in this area. In addition, the League's division structure, staffed by Regional Public Affairs Managers, is seen as a good framework for establishing and maintaining productive local relationships. Bolstering resources in this area would help to ensure that cities are receiving consistent services from the League.
- ▶ **We have challenges in member engagement.** There is room for improvement in the area of member engagement. Just 38% of member survey respondents considered themselves to be "engaged" or "very engaged" with the League. This appears to be related to lack of awareness and personal outreach that introduces the League's offerings to both newly elected and new city staffers. Also, those in larger cities feel comparatively more engaged than those in smaller cities, who may face additional participation challenges due to smaller staffs and limited travel resources.
- ▶ **Governance and leadership processes need to continue to evolve.** Although the League's governance processes are generally viewed as effective, efforts are needed to streamline the pathway to leadership and be more transparent and inclusive. The caucuses, committees and sponsors also have the potential to become more impactful.



TOP CHALLENGES FACING CITIES TODAY

- | | |
|---|--|
| 1. Housing affordability | 6. Public Safety/Criminal Justice Reform |
| 2. Pensions/OPEB | 7. Water Policy/Infrastructure |
| 3. Homelessness | 8. Jobs |
| 4. Transportation Policy/Infrastructure | 9. Climate Change/Adaptation |
| 5. New Economic Tools | 10. Technology/Cyber Security |

Source: League of California Cities 2018 Member Survey

ADVANCING OUR MISSION AND VISION

Our three-year Strategic Growth Plan has been designed to help the League fulfill our vision and mission:

VISION: *To be recognized and respected as the leading advocate for common interests of California's cities.*

MISSION: *To expand and protect local control for cities through education and advocacy to enhance the quality of life for all Californians.*

WE'VE SET 6 KEY GOALS:



ADVOCACY

Strengthen California cities through proactive advocacy on common priority issues.

EDUCATION AND TRAINING

Increase the capacity of city officials and staff in California to provide the highest level of service to their communities.

ORGANIZATIONAL EFFECTIVENESS

Expand the League's organizational capacity to fulfill its mission and implement its strategic priorities.

MEMBERSHIP

Maintain high relevance and facilitate meaningful member engagement.

GOVERNANCE

Enhance the League's governance to achieve even higher levels of engagement and effectiveness.

VISIBILITY

Raise the League's visibility as the preeminent voice for cities in California.

HOW WE WILL GET THERE | The following strategies provide a road map for putting the plan into action.

The League's staff and volunteer leaders will share responsibility for implementing the plan. Each year, we will review and update the plan as needed, as well as identify implementation priorities and develop a scorecard to enable us to monitor and measure progress.



GOALS

KEY STRATEGIES

ADVOCACY

Strengthen California cities through proactive advocacy on common priority issues.

- ▶ Mobilize more members in the League's advocacy efforts.
- ▶ Continue to develop collaborative relationships with Legislators.
- ▶ Align and leverage partnerships to proactively advance legislation on issues that are shared priorities for member cities.
- ▶ Ensure that the policy development and priority-setting process is thorough, member-informed and transparent.

EDUCATION AND TRAINING

Increase the capacity of city officials and staff in California to provide the highest level of service to their communities.

- ▶ Continue to grow, improve and differentiate the League's conferences.
- ▶ Develop new resources that provide members with up-to-date and useful comparatives and best practices.
- ▶ Expand in-person and online training offerings for elected and appointed officials that set the standard and encompass all stages and leadership roles (e.g., newly elected officials)

MEMBERSHIP

Maintain high relevance and facilitate meaningful member engagement.

- ▶ Create new tools to enable personalized outreach to all new city officials and targeted staff and provide a "roadmap" for involvement.
- ▶ Evaluate the current regional division structure and processes and modify to consistently achieve strong and productive relationships with member cities.
- ▶ Develop a framework to ensure the League is well-informed of and connected to all members' needs.
- ▶ Implement a sustained communications program to assist City Managers with connecting to their elected and appointed officials with League resources and activities.

VISIBILITY

Raise the League's visibility as the preeminent voice for cities in California.

- ▶ Ensure that the League conveys a strong and consistent brand to all audiences.
- ▶ Develop and implement a communications plan to elevate the voice of the League across all channels, including media, on priority issues for California cities.
- ▶ Increase communications to raise awareness for the League's advocacy priorities and activities.

GOVERNANCE

Enhance the League's governance to achieve even higher levels of engagement and effectiveness.

- ▶ Strengthen relationships and enhance coordination with the League's Caucuses, Committees, Divisions and Departments.
- ▶ Create a diverse and robust leadership pipeline that will educate and encourage members to serve in leadership positions.
- ▶ Provide an orientation and leadership training to the League's Board, Policy Committee and other subunit members on their roles and responsibilities.
- ▶ Evaluate governance roles, structure and processes and modify, as needed.

ORGANIZATIONAL EFFECTIVENESS

Expand the League's organizational capacity to fulfill its mission and implement its strategic priorities.

- ▶ Develop and implement an integrated data management and technology strategy to enable more targeted communications and services to League members.
- ▶ Continue to identify and provide cost-saving solutions to cities, e.g., U.S. Communities and the California Statewide Communities Development Authority.
- ▶ Assess the current League Partner program and make adjustments as needed to maximize its potential and add value to the League's mission.
- ▶ Identify ways to clarify and enhance the value derived from the relationship between the Institute for Local Government (ILG) and the League.
- ▶ Continue to attract and retain highly qualified staff, provide professional development and training, and facilitate a collaborative and healthy work environment.

**THANK YOU TO OUR
STRATEGIC PLANNING TASK FORCE**

Richard Garbarino, South San Francisco Council Member
Jan Arbuckle, Grass Valley Council Member
Randon Lane, Murrieta Council Member
JoAnne Mounce, Lodi Council Member
Carolyn Coleman, League of California Cities Executive Director
Rachelle Arizmendi, Sierra Madre Mayor
Michele Beal Bagneris, Pasadena City Attorney
Randy Breault, Brisbane Director of Public Works/City Engineer
Ross Chun, Aliso Viejo Council Member
Anton "Tony" Dahlerbruch, Palos Verdes Estates City Manager
Larry Forester, Signal Hill Council Member
Kristine Guerrero, League of California Cities Regional Public Affairs Manager
Randi Johl, Temecula City Clerk
Kirsten Keith, Menlo Park Mayor
Jim Lewis, Pismo Beach City Manager
Polly Low, Rosemead Mayor
Jorge Morales, South Gate Council Member
Lydia Romero, Lemon Grove City Manager
Ana-Maria Quintana, Bell Vice Mayor
David Sander, Rancho Cordova Council Member
Esmeralda Soria, Fresno Council Vice President
Barb Stanton, Apple Valley Council Member
Kurt Wilson, Stockton City Manager



1400 K Street, Suite 400, Sacramento, CA 95814
Phone: (916) 658-8200 Fax: (916) 658-8240
www.cacities.org

2020

STRATEGIC INTEGRATION

Empowered cities and towns,
united for a strong Arizona

League of Arizona
Cities AND Towns

Mission Statement:

The League of Arizona Cities and Towns advocates for the protection of local authority and the resources integral to municipal governance through targeted communications, topical trainings and professional development, data-driven decision-making, and strengthened relationships with government, business and community partners.

Lead:

Boldly and proactively drive policy on behalf of Arizona's cities and towns.

- Continuously enhance our ability to anticipate important municipal policy issues and to adapt to changing political and social environments
- Proactively work with legislators to propose legislation that addresses issues impacting cities and towns
- Increase awareness, understanding, respect and support for the office and duties of local elected officials
- Increase support for the local government at the state legislature by acknowledging legislators who support League priorities
- Encourage and facilitate member contributions to legislative policy development

Promote:

Raise visibility of the critical role of local government.

- Capitalize on the public's trust in local elected officials to shape narrative about cities and towns through increased and targeted use of social, print and earned media
- Create partnerships with like-minded civic groups
- Expand our capacity to identify and distribute positive content from our cities and towns
- Empower members to be leaders on municipal issues and advocate for League policies and positions
- Find new and appropriate opportunities to bolster promotional efforts of League members and staff
- Facilitate opportunities for members to serve on state and national boards, committees, associations and organizations

Educate:

Model and inspire excellent and effective city and town leadership.

- Increase member awareness of the League's robust educational offerings
- Continue to evolve and deliver best-in-class conferences, in-house trainings and online educational opportunities for members
- Facilitate professional development including statutory compliance awareness with the professional development associations for city and town managers, finance directors, clerks and attorneys
- Create additional opportunities for cities and towns to share and learn about best practices, policy trends and legal developments

Empower:

Develop and champion high-quality solutions to help cities and towns thrive.

- Expand capacity to collect, share and provide visualization of data on city and town issues and trends to demonstrate the vital role of municipal government
- Continue to strengthen the League's role as the technical assistance leader for member cities, and be the acknowledged source of verifiable information on municipal issues
- Use enhanced data to continually improve technical publications
- Identify and create new resources to address the evolving needs of cities and towns

Engage:

Seek inclusiveness and provide meaningful engagement opportunities to all members.

- Evaluate League structures and practices to increase member participation and build a strong continuity in League leadership
- Create opportunities for cities and towns to strengthen our partnerships with:
 - Legislators and legislative staff
 - State government leadership and agencies
 - National organizations supporting municipal government
 - Corporations and corporate advocacy groups
 - Employee retirement organizations
 - Neighborhood groups
- Coordinate effort to provide tools and resources for mayors and councilmembers seeking legislative office

Deliver:

Maximize organizational effectiveness.

- Review programs and initiatives to ensure equitable access and value by members
- Ensure the ongoing fiscal health of the organization
- Position and organize members of the League Executive Committee to serve as advocates for League positions, programs and offerings
- Advance the League's infrastructure, systems and technology to support operational needs and to deliver an excellent member experience
- Maintain a culture that values member needs, transparency, strategic focus and organizational responsiveness
- Foster a collaborative and equitable work environment, investing to attract and retain highly qualified staff



Lead:

Boldly and proactively drive policy on behalf of Arizona's cities and towns.

Promote:

Raise visibility of the critical role of local government.

Educate:

Model and inspire excellent and effective city and town leadership.

Empower:

Develop and champion high-quality solutions to help cities and towns thrive.

Deliver:

Maximize organizational effectiveness.

Engage:

Seek inclusiveness and provide meaningful engagement opportunities to all members.

League of Arizona

Cities AND Towns

THE NEVADA LEAGUE OF CITIES AND MUNICIPALITIES BYLAWS



**Adopted
June 18, 2021**

BYLAWS OF THE NEVADA LEAGUE OF CITIES AND MUNICIPALITIES

ARTICLE I - NAME

SECTION 1. This corporation shall be known as "The Nevada League of Cities and Municipalities" also known as the "League."

ARTICLE II - PURPOSES

SECTION 1. The purposes for which the League is formed are:

- (a) To foster periodic conferences or meetings of member municipal officials for the discussion of municipal problems and for the purpose of promoting governmental efficiency.
- (b) To foster and disseminate knowledge relating to municipal government by all appropriate means and to arouse greater interest and more active civic consciousness among the people as to its importance and significance.
- (c) To publish and circulate publications on municipal and/or technical subjects of interest to member organizations.
- (d) To promote good legislation respecting municipal affairs and to oppose such measures as seem to be against public interest. All legislative resolutions shall be sent to the individual member municipalities for formal ratification after adoption by the general membership at the annual conference. The governing body's position shall be given in writing to the Executive Director, so he may present the member municipalities' formal position to the legislature. Should the member municipalities' positions be changed, the Executive Director should be notified in writing or by fax.
- (e) To secure harmony of action among member municipalities in matters that affect the rights and liabilities of the member municipalities.
- (f) To render technical, informational and other services to member entities for their general welfare.
- (g) To engage as an agent, managing general agent, and/or broker in classes of insurance now or hereinafter permitted by statute.

- (h) To disseminate information from the National League of Cities to the member municipalities on items of interest.
- (i) To represent the member municipalities at the National League of Cities' conferences and meetings.

ARTICLE III - MEMBERSHIP

SECTION 1. Members - Any incorporated city, unincorporated town or General Improvement District in the State of Nevada may, by proper action of its legislative body, and the payment of such annual dues as may be prescribed in Article VII, Section 1 hereof, become a member. Any member may withdraw from membership in the League by providing notice to the League not less 30 days prior to the new fiscal year. Additionally, the League may consider non-payment of dues to constitute withdrawal.

SECTION 2. Affiliate Groups - Associations formed by members of professional public service disciplines may be recognized by the Board of Directors as an "Affiliate Group" of the League.

SECTION 3. Honorary Members - Any person who has rendered conspicuous service for the improvement of municipal government may, by the vote of the Board of Directors, be granted an honorary membership in the League. All past presidents of the League shall be honorary members. Honorary members as such, shall not have a voice in any of the meetings of the League, unless they continue to hold office and officially represent their city.

ARTICLE IV – OFFICERS, EXECUTIVE BOARD AND BOARD OF DIRECTORS

SECTION 1. Composition, Selection of Members, Qualifications, Terms and Powers.

- (a) **OFFICERS** - Officers shall consist of a President, Vice President, Secretary/Treasurer and Past President. All officers must be elected officials of a member entity. The office of Secretary/Treasurer and any vacant office are filled by election at the annual business meeting held in conjunction with the annual conference. Terms of all officers begin on the first Monday of January and terminate on December 31. Officers, if eligible, graduate to the next highest position on the first Monday of January. Outgoing President becomes Past President if eligible. If the outgoing President is ineligible, unable or unwilling to serve the next preceding eligible Past President shall fill the office. With the exception of Past President, individuals are limited to one term in any office.
- (b) **Executive Board** - The Executive Board is comprised of the Officers and three at large members elected by the Board of Directors. At large members must be an elected member of the governing board of a member entity, a County Commissioner acting as a member of the governing board of a town without an elected or appointed advisory board or an elected or appointed member of a Town Advisory Board. At large members must be

elected officials from a member entity. At large members may not be from the same member entity as an officer. One at large member shall be from a member entity with a population of 75,000 or more ("Large Cities"), one from a member entity with a population of fewer than 75,000 or and more than 10,000 ("Medium Cities") and one from a member entity with a population of 10,000 or fewer ("Small Cities"). At large members are elected at the business meeting held in conjunction with the annual conference. Terms of at large members of the Executive Board begin on the first Monday of January and end on December 31. At large members may serve a maximum of three one-year terms. No member entity may have more than one representative on the Executive Board. The Executive Board will be responsible for decisions between Board of Directors meetings requiring immediate action. The Executive Board will serve as advisory members on the League's committees.

1. The Executive Board will interview possible candidates for vacant Executive Board positions and advise candidates of the commitment to the League, required travel and other matters involving the Executive Board. The qualified candidate(s) name(s) will be placed before the membership without recommendations or endorsements from the Executive Board. The delegates will vote for the Executive Board candidates as outlined in Article IX - Voting. Vacancies on the Executive Board will be filled as outlined in Article IV Section 2 - Vacancy - of the League bylaws.
2. Public Official of the Year Award may be selected by the Executive Board by plurality vote and presented at the Annual Conference. Candidates may be nominated by general membership at a reasonable time for the Executive Board's consideration. The award is to recognize excellence in public service.
3. Professional of the Year Award may be selected by the Executive Board by plurality vote and presented at the Annual Conference. Candidates may be nominated by general membership at a reasonable time for the Executive Board's consideration. The award is to recognize excellence in public service.
4. Nevada State Senator of the Year Award may be selected by the Executive Board by plurality vote and presented at the Annual Conference. Candidates may be a currently serving or past member of the Nevada State Senate and nominated by general membership at a reasonable time for the Executive Board's consideration. The award is to recognize a champion for cities.
5. Nevada Assemblyman of the Year Award may be selected by the Executive Board by plurality vote and presented at the Annual Conference. Candidates may be a currently serving or past member of the Nevada State Assembly and nominated by general membership at a reasonable time for the Executive Board's consideration. The award is to recognize a champion for cities.

- (c) Board of Directors - The League's Board of Directors is comprised of the officers, at large members of the Executive Board and a Director who is an elected member of the governing board from each member entity, or an elected or appointed member of a Town Advisory Board and the President/Chair of a recognized "Affiliate Group". In addition, LOGMAN appoints one city manager to the board. No member entity may have more than three representatives on the Board of Directors. All Directors serve a one-year term beginning the first Monday of January and ending on December 31. Members of the Board of Directors may be replaced for unexcused absences from Special Meetings or the Annual Conference.

SECTION 2. Vacancy

- (a) In the event of a vacancy on the Executive Board, the Board of Directors shall elect an officer to fill such vacancy at the next meeting of the Board of Directors. The officer shall be nominated by a nominating committee, appointed by the President. The nominations shall be voted on by the board members present, and the person elected to fill the vacancy shall hold office for the remainder of the term for which his/her predecessor was elected. The officer elected to fill the vacancy shall be eligible to be re-nominated and re-elected at the annual conference to serve a full term of one (1) year.
- (b) In the event of a vacancy in a directorship, the governing body of the member municipality represented by the directorship, or the Executive Committee of LOGMAN, shall appoint a member to fill the vacancy. A director chosen to fill a vacancy shall hold office for the remainder of the term for which his/her predecessor was appointed.

SECTION 3. Regulations

- (a) The Board of Directors shall adopt such regulations for its government as it may deem necessary. These regulations shall make provisions for adequate notice to all members of said board of all meetings thereof, and shall provide for balloting by mail or fax when it shall not be deemed feasible to call a special meeting. If within sixty (60) days after the adoption of any regulation, one-half or more of the member municipalities protest against such regulations, the regulation shall be automatically suspended until the next annual conference when it may be taken up again for reconsideration.
- (b) Copies of all regulations adopted shall be mailed to each member municipality within thirty (30) days after their adoption.

SECTION 4. Quorum - Except as herein otherwise provided, a 51% majority of the full Board of Directors shall constitute a quorum for the transaction of business. Member cities and all affiliate members may be represented by persons other than appointed board members from his/her municipality, but only one vote per member municipality will be allowed at board meetings.

SECTION 5. Compensation of Board of Directors - The Board of Directors shall not receive any compensation for their services as such, but, by resolution of the board, shall be entitled to reimbursement for actual and necessary expenses incurred in the performance of their duties.

SECTION 6. Duties and Ascendency of Officers

- (a) President - The President shall preside at all regular and special meetings of the Board of Directors and Executive Board meetings. The President shall perform the usual duties as the chief elected officer of the League and may speak for or on behalf of the League, Board of Directors and Executive Board. The President, with the concurrence of the Executive Board, shall create committees, disband committees, make all committee appointments and shall be an ex-officio member of all committees. The President may sign with any other proper officers, the Executive Director or any designated persons authorized by the Board of Directors any deeds, mortgages, contracts, or any other instruments which the Board of Directors wishes to be executed. The President shall perform all duties incident to the office of President and other duties as may be prescribed by the Board of Directors.
- (b) Vice President - The Vice President shall assume the duties of the President in the event the President is absent or is unable or refuses to fulfill his or her duties and shall have all powers of and be subject to all restrictions upon the President. The Vice President shall assist the President on any matter requested by the President and shall perform such other duties as assigned by the President of Board of Directors. The Vice President shall automatically ascend to the office of President should the President be unable to complete his or her term. The Vice President, if eligible, shall automatically ascend to the office of President following the completion of their term as Vice President.
- (c) Secretary/Treasurer - The Secretary/Treasurer shall serve as the Fiscal Officer of the League and shall be responsible for reviewing the financial records with the Executive Director. The Secretary/Treasurer shall assume the duties of the Vice President in the event the Vice President is absent or is unable or refuses to fulfill his or her duties. The Secretary/Treasurer automatically ascends to the office of Vice President if the Vice President is unable to complete his or her term. The Secretary/Treasurer, if eligible, shall automatically ascend to the office of Vice President following the completion of their term as Secretary/Treasurer.
- (d) Past President The office of the Past President shall be filled by the Immediate Past President of the League, who shall serve for a term of one (1) year immediately succeeding his or her term as President. If the Immediate Past President is unable or unwilling to fulfill his/her duties for any reason, the next preceding active Past President will fill the remainder of the term.

SECTION 7. Bonding - The Board of Directors may require bonds to be furnished for all employees handling the finances of the League in such amounts as it shall deem desirable or necessary. Said bond(s) are to be approved by the President and the premiums to be paid by the League.

SECTION 8. Headquarters - The Executive Director may establish and maintain League headquarters in the City of Carson City and may establish and maintain branch offices in other cities.

ARTICLE V - MEETINGS

SECTION 1. Annual Conference - One regular conference shall be held each year, at a place designated by the Executive Director and announced at the annual conference. The Annual Conference will be the forum for a general membership meeting and the forum for the Board of Directors to vote according to Article IX, sections 1 and 2.

SECTION 2. Quarterly Meetings - The President will call quarterly meetings of the Board of Directors, the last being a general membership meeting at the annual conference where voting will be conducted according to Article IX, sections 1 and 2.

SECTION 3. Special Meetings - Special meetings of the League may be called by the Board of Directors, the Executive Board, the President, the Vice President, the Secretary/Treasurer, or the Executive Director upon notice to each member municipality by phone and by mail, e-mail, or fax.

SECTION 4. Notice of Meetings - Notice shall be given to all member municipalities of the time and place of all regular meetings by mailing a written or printed notice of the same at least thirty (30) days prior to the meeting; provided, however, that a failure to receive such notice shall not invalidate any proceedings at such meetings.

ARTICLE VI - FINANCES

SECTION 1. Fiscal Year – The Nevada League of Cities and Municipalities will operate on a July 1 through June 30 fiscal year.

SECTION 2. Budget - Not less than thirty (30) days prior to July 1 of each year the Executive Director shall cause to be prepared a detailed budget for the ensuing fiscal year and shall submit such a budget to the Executive Board for its consideration and approval. The Executive Board will present their formal budget to the Board of Directors for final approval. The approved budget will then be presented to the membership at the annual conference.

SECTION 3. Limitations of Expenditures - The Executive Board shall not incur indebtedness in the excess of the estimated or actual revenues for the ensuing fiscal year. No contract, commitment, distribution, or allocation shall be made or involving an expenditure of greater than two percent (2%) of the current approved budget not specifically included in the budget without the approval of the President, Secretary/Treasurer, and the Executive Director or a simple majority of the Executive Board. If a contract, commitment, distribution, or allocation is made that is not specifically included in the budget, then a disclosure detailing the contract, commitment, distribution, or allocation shall be provided to the Board of Directors in a candid and expeditious manner.

SECTION 4. Audit - There shall be an annual audit or financial review of the accounts of the Nevada League of Cities and Municipalities by an audit committee or any organization or entity

approved by the President, Secretary/Treasurer, and the Executive Director or a simple majority of the Executive Board. The Executive Director shall furnish a current statement of income and expenditures to the Board of Directors or the Executive Board when requested by a simple majority of either board or by request by the President or the Secretary/Treasurer. Additionally, the Executive Director will provide a current statement of income and expenditures to the Board of Directors at the Annual Conference.

SECTION 5. Deposit of Funds

- (a) All funds, with the exception of a petty cash fund not to exceed \$250.00, shall be deposited in a recognized bank, Savings and Loan Association, Thrift Association, or in State Financial Investments. No accounts shall be opened without the knowledge and approval of the Board of Directors.
- (b) A general account will be maintained for operation and maintenance of the League business which may include payroll related expense. The President, Secretary/Treasurer, Executive Director, and an employee designated by the Executive Director and approved by the President are authorized signatures on the general account.
- (c) A trust account solely for the deposit of money for the purpose of paying necessary insurance premiums, refunds to insured, and transfer moneys to the general or investment funds may also be maintained. The President, Secretary/Treasurer, Executive Director, and an employee designated by the Executive Director and approved by the President are authorized signatures on the trust account.
- (d) A fund shall be created of combined uncommitted funds from the insurance and general funds. Such funds shall be invested in U.S. Treasury Bills, Insured Time Certificates of Deposit, Savings and Loan Associations, Thrift Associations, State Financial Investments and/or bank accounts created with the approval of the Board of Directors in accordance with these bylaws. Investment of such funds in U.S. Treasury Bills, Insured Time Certificates of Deposits and/or State Financial Investments shall require two of the authorized signatures as required for any other dispersal of funds on investment accounts. Authorized signatures will be any two (2) of the President, Secretary/Treasurer or Executive Director.
- (e) Each checking account of the League shall require at least two (2) signatures of the following; the Executive Director, President, Secretary/Treasurer or an employee designated by the Executive Director and approved by the President of the League. The staff signers shall be bonded in the minimum sum of \$10,000 and the President and the Secretary/Treasurer shall each be bonded in the minimum sum of \$5,000, the premiums of which bonds shall be paid by the League. Other League staff shall be bonded as

recommended by the Executive Director as outlined in Article IV, Section 8. The Board of Directors may enact policies for the regular review of the League accounts at board meetings.

- (f) Stricter guidelines than those outlined above in this Section 4 may be established by the Executive Board.

ARTICLE VII – DUES/FEES

SECTION 1. Member Dues - The annual dues for members shall be fixed by the President, Secretary/Treasurer, and the Executive Director or a simple majority of the Executive Board. Dues shall consist of a base assessment plus a per capita assessment. The population of the respective members will be ascertained from the State Demographer's annual report, or any state or local census accepted by the Board of Directors. Dues shall be payable after the first day of July of each year. There shall be a maximum placed on the dues assessed any member. The base assessment and maximum shall be adjusted annually based on changes to the CPI. Member entities will be provided an estimate of dues for the next fiscal year no later than March 31st of each year. Member entities may petition to the Executive Board for a temporary reduction on dues on an as-needed basis. Any petition should be made prior to May 1st to allow the Executive Board adequate time to for consideration and for any temporary reduction to be included in the League's budget.

SECTION 2. Friends of the League Fees - The annual fees for the "Friends of the League" program shall be fixed by the President, Secretary/Treasurer, and the Executive Director or a simple majority of the Executive Board.

ARTICLE VIII - QUALIFICATIONS TO HOLD OFFICE

SECTION 1. Excepting the office of Executive Director and the two municipal managers specified in Article IV, Section 1(a), no person shall be eligible to hold office in the League or any department thereof, unless they are officially in the municipal service at the time of his/her election or appointment. Elective officers (the Executive Board), President, Vice President and Secretary/Treasurer, and immediate past president must be elected member municipal officials. Except as designated in Article IV, Section 1 (i)(j)(k) the Board of Directors must be elected city, town or general improvement district officials of member municipalities.

SECTION 2. All committee appointments may be elected or appointed officials of member municipalities. First priority on all committee assignments will go to elected officials; then to appointed officials (staff).

ARTICLE IX - VOTING

SECTION 1. For normal business a Voice vote is satisfactory; when results are in doubt a show of hands will be required. Each city will cast one vote for each member present from that city up to

and including a total of five (5) votes, unless dues have been adjusted to a lower rate, then votes will be determined by the amount or reduced dues as bears to percentage of the full share dues schedule. No proxy votes shall be allowed. A simple majority of the votes cast shall be necessary for a decision, except as otherwise provided herein. Board of Directors meetings - - A majority vote of board members present is required for approval of agenda items. For elections where there is more than one candidate, a secret ballot will be conducted. A plurality will determine the winner.

SECTION 2. Each affiliate member will be entitled to three (3) votes at the annual conference. All other provisions of Section 1 above apply to voting by affiliate members.

SECTION 3. In the event votes cast in an election pursuant to Article IV, Section 2(a), and Section 7(c), and Article X, Section 7, result in a tie, the executive board shall use the following criteria to determine the winner:

(a) Number of years in office; and/or

(b) Participation in the League.

ARTICLE X - AMENDMENTS

SECTION 1. These bylaws may be amended at any Board Meeting of the League by a two-thirds vote, provided the proposed amendment shall have first been prepared in writing and submitted to the Board of Directors prior to the meeting. Such amendments shall go into effect immediately. If, within sixty (60) days after the adoption of any amendment, one-third or more of the member municipalities protest in writing against any such amendment, that portion shall automatically be suspended until the next annual conference when it may be taken up again for reconsideration and vote as in the first instance. These bylaws shall go into effect immediately upon request.

ARTICLE XI - MISCELLANEOUS

SECTION 1. Governing Rules - Subject to the provisions of these bylaws, Roberts Rules of Order shall prevail at all meetings of the League, the Board of Directors and in all departments.

